

ABERDEEN CITY COUNCIL

COMMITTEE	Council
DATE	17 th December 2014
ACTING DIRECTOR	Ewan Sutherland
TITLE OF REPORT	Legal Services Restructure - Update
REPORT NUMBER:	CG/14/146
CHECKLIST RECEIVED	Yes

1. PURPOSE OF REPORT

This report is to further update Members on the restructure of Legal Services and to provide evidence of customer satisfaction levels and financial outturns in terms of expenditure on external legal resources, in compliance with the instruction from the Council meeting of 25 June 2014.

2. RECOMMENDATION(S)

That the Council note the content of the Report.

3. FINANCIAL IMPLICATIONS

The new structure has been operational for almost a year and there has already been a reduction in use of external legal agencies, with a corresponding reduction in spend. Details are in the body of the report.

4. OTHER IMPLICATIONS

Continuing investment in staff development and training is delivering a more flexible workforce, attuned to the Council's priorities and already staff have been rotated within Teams to deal with sickness and other cover requirements.

5. BACKGROUND/MAIN ISSUES

Members will recall that the Report before them at the Council meeting of 25 June 2014 provided an update of progress since the implementation of the restructure of Legal Services. Members felt that the new structure had not been in operation for a sufficiently long time for the success to be properly measured, and sought

further information as to levels of customer satisfaction and also the impact on spend with external agents.

Customer Satisfaction

The previous report to Council provided some transactional and anecdotal evidence of an improvement in customer service and satisfaction. Since that meeting, Legal Services issued three sets of customer satisfaction questionnaires. Relevant questionnaires were issued to key contacts involved in routine/operational work and strategic input/planning. A third questionnaire was issued to Elected Members in recognition of the fact that they are users of the legal service and to take account of the fact that a number of members were interviewed as part of the original stakeholder review, which informed the restructure.

The questionnaires were deliberately designed to be straightforward and easy to complete in order to encourage responses and also to focus on certain key themes of

- Accessibility
- Engagement
- Quality of advice/input
- Has the service improved?

and contained a combination of common and then more specific questions depending on the legal input required. Some officers may have received both an operational and strategic questionnaire depending on their engagement with Legal Services.

The following table is a summary of the questionnaires issued and responses received –

Type of Questionnaire	Number of Questionnaires issued	Number of responses received	Percentage return rate
Operational	196	46	23.47%
Strategic	60	13	21.66%
Elected Members	43	5	11.62%

Whilst the response rate is somewhat disappointing, online research indicates that the average response rate for surveys of this nature is in the region of 10 – 15%,

therefore it is relatively standard. The responses to individual questions have been collated for each questionnaire and are attached as appendix 1 to the Report.

Notwithstanding the response levels, the Legal Services Management Team is encouraged by the feedback received. In particular, it is worth noting the following

-

- Between 89% and 92% of respondents strongly agree or usually agree that they know who to contact for advice and support
- Between 95% and 92% of respondents strongly agree or usually agree that staff in Legal Services communicate clearly and constructively
- Between 96% and 92% of respondents are satisfied with the quality of advice given

In addition to the above –

- 80% of respondents strongly agree or usually agree that work is carried out within agreed timescales
- 83% of respondents strongly agree or usually agree that they are kept informed of progress
- 92% of respondents strongly agree or usually agree that Legal Services understand business needs and help to deliver corporate priorities
- 85% of respondents strongly agree or usually agree that Legal Services contribute to improving services
- 92% of respondents are satisfied with the overall support provided by Legal Services

Most importantly, between 75% and 80% of respondents strongly agree or usually agree that the new structure provides a better service than before. It is worth pointing out that there was a slightly lower response rate to this question. A number of colleagues indicated that they felt unable to answer as their dealings with Legal Services prior to the restructure were minimal.

In addition to the various questions, each questionnaire provided respondents with an opportunity to add any additional comments. On the whole, the comments received were very positive and included the following

"It is hard to envisage the scheme being at the stage where it is at without the detailed, precise and consistently helpful legal advice the team has received"	Operational	CH&I
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"I have been pleased to see legal colleagues who I have worked with taking a more client-focussed approach to resolving matters"	Operational	EC&S
"The service has radically improved since the restructure"	Operational	CG
"I have worked with colleagues in Legal Services on some very significant issues and have found them very supportive. I have generally been able to speak to them almost immediately and get constructive and supportive response"	Operational	CH&I
"I have greatly appreciated their support and advice in some very challenging and stressful circumstances"	Operational	CH&I
"10/10 for customer service and professionalism!"	Operational	CG
"I feel that the restructure of the legal team has assisted me in my day to day work and has enabled me to progress key pieces of work quicker and more effectively."	Operational	E&CS
"I have found the commitment of the Service and willingness to consider change very positive"	Operational	E&CS
"The legal team were very responsive and keen to help find a way to manage risks and achieve what I wanted to. Previously I had encountered this as a negative process, where the impression was one of stopping us doing things."	Operational	CH&I
"In my experience, I consider the reorganisation to be very successful, presenting an image of the Legal Services team being positive and proactive in supporting our critical programme"	Operational	CH&I
"I am completely satisfied with the service I receive from our legal team. This in turn helps me give excellent service to my customers - external providers, services managers and heads of services and service users"	Operational	E&CS
"Having named individuals to contact with queries is very useful. The service provided by Legal is always informative and helpful and I like the fact that all options are considered, along with the risks of each option."	Operational	CG
"The page on the zone is very useful in determining which team enquiries should be directed to and who is who in legal services"	Operational	CH&I
"I have found the speed of responses has improved despite a large increase in the number now required"	Operational	CH&I
"The way the team is currently working is brilliant for me and my staff"	Operational	E&CS

"Service is very good in terms of quality, delivery and personal interactions, but there are still some problems with speed of delivery and access to the right people"	Operational	CH&I
"The new structure provides an improved service. I would commend the work of the legal team and the considerable support and advice they provide"	Strategic	CH&I

There were no unduly negative comments; however some respondents took the opportunity to make some suggestions for further improvement. These are included below and our proposed response is included in bold text

"Ask Legal to consider that they need to bear in mind they need to find a balance between representing the organisation as a whole, whilst also taking the wishes of the individual. I'd suggest there's not a one size fits all approach to risk appetite."

Operational CH&I

Legal Services need to assist colleagues from other Services in understanding the role of Legal Services and the organisation as a whole and the need to balance the aspirations of individual Services/Service Managers against the wider corporate and directorate policies and priorities.

"Clarity regarding what Legal view their objective is would be useful (Is it to safeguard the Council, if so, in what respect? Or is it to be challenging the status quo and further the Council's ability to morph as an organisation?"

Operational CH&I

Again, here the challenge for Legal Services is to assist colleagues from other services in understanding our role, which is to identify and assist in the management of risk. Legal Services is clear in the need to support the Council in what it wants to achieve in a way which mitigates risk. Our objective is to undertake our role in a client-focussed and proactive way and to move beyond from the perception that Legal Services are risk averse, where our input to identifying and assisting in the management of risk is embedded. Whilst it is not our role to challenge the status quo per se, this is something that we can and do assist other services with.

"Can procedures be in place if someone is off sick to access their e-mail to put on a sick out of office and who to contact instead? I had one incident where a person went off sick and because no-one had changed their voice mail or their e-mails I wasn't aware there were off"

Operational CH&I

Proxy email access is in place and staff are aware of the need to check the emails of colleagues who are ill or otherwise out of the office. Staff are also aware of the need for clear out of office messages with alternative contact

details in the event that they are unavailable for a prolonged period of time, whether due to leave or business. The current voicemail system and the need for passwords makes it difficult for voicemail messages to be changed in absentia, however we are discussing our telephone arrangements, including more efficient call transferring systems, with colleagues in Customer Services.

"I still have no idea who the first port of call is for requesting advices - perhaps a chart has been written and I am unaware of it?"

Operational CH&I

Members will note that this somewhat contradicts earlier positive feedback. A detailed structure chart, which includes the roles and remits of each team, staff and contact details has been circulated to Services via SMTs and Business Support Managers and is available on the Zone, however we are looking at ways to further disseminate this information across services.

External Legal Spend

A key objective of the restructure was to reduce spend on external legal advice where appropriate. There will always be a need for some external spend e.g. in relation to highly specialised or complex transactions and in respect of disciplines where public lawyers have limited experience e.g. complex corporate matters. However, there has already been a significant reduction in external spend following on from the Legal Services restructure.

The annual external spend for the last 2 full financial years is as follows –

2012/13 £291,191.25

2013/14 £481,677.45 – however in excess of £200,000 of this spend relates to significant one-off projects e.g. Hydrogen Buses, and complex property transactions which generated significant capital receipts for the Council.

In relation to 2014/15, then at the time of writing this Report, information is available in respect of 2 quarters –

Quarter 1 £58,332.89

Quarter 2 £42,218.11
Total £100,551.00

Again, it is worth noting that more than 50% of the figures for this current year include fees for one-off/non-recurring transactions. Further, spend for the equivalent period in 2013/14 was £294,564.15.

In addition to the above, Members should be aware that we are driving greater value out of external relationships. There is greater focus on the agreement of fixed fees in advance of work commencing and we are insisting on a degree of

internal involvement, as appropriate to the nature of the transaction, so that we can maximise knowledge transfer and development opportunities for our staff.

Outcomes/Conclusion

The responses to the survey are very positive and indicate that the restructure is already delivering significant improvements in customer satisfaction and service delivery.

Further, in relation to spend on external support, the figures are very positive and indicate that it is reducing.

Appendix 2 has been added at the request of the Convener of Finance, Policy and Resources.

6. IMPACT

Corporate – the restructure will provide the flexible in-house legal service required and that can adapt to meet the changing business needs of the Council.

Public – the report is unlikely to attract widespread public interest as it concerns internal operational matters.

An EHRIA is not required as the impact of the restructure is neutral in equalities terms.

7. MANAGEMENT OF RISK

A skilled, well trained, and flexible in-house legal service is critical to the Council's strategies for the identification and management of risk.

8. BACKGROUND PAPERS

Report referred to Council of 26 June 2013 from Finance and Resources Committee dated 13 June 2013, and Report to Council on 25th June 2014

9. REPORT AUTHOR DETAILS

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Appendix 1

Legal Services Restructure – Questionnaire Outcomes

Operational Questionnaire

The Operational Service Questionnaire was issued to 196 key operational contacts across all Directorates.

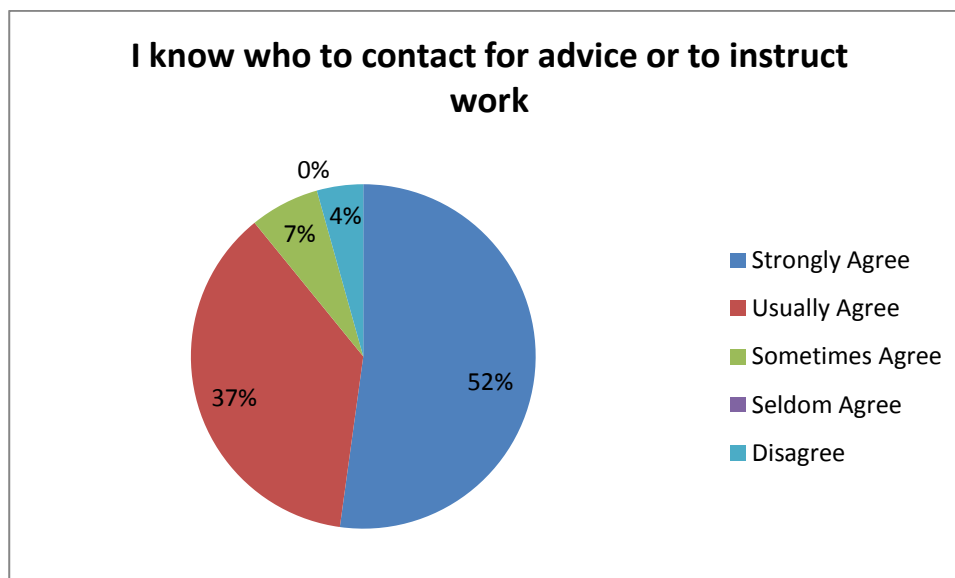
Responses were received from **46**, a response rate of **23.47%**.

Responses by Service

Corporate Governance	10 responses
Communities, Housing & Infrastructure	21 responses
Education & Children’s Services	14 responses
Adults Services	1 response

Question 1: I know who to contact for advice or to instruct work.

This question was answered by **46** respondents.



➤ **24** respondents (**52.17%**) strongly agree with this statement.

- CG: **8 (80.00%)**
- CH&I: **12 (57.14%)**
- E&CS: **4 (28.57%)**
- Adults: **0 (0%)**

➤ **17** respondents (**36.96%**) usually agree with this statement

- CG: **0 (0%)**
- CH&I: **7 (33.33%)**
- E&CS **9 (64.29%)**
- Adults **1 (100%)**

➤ **3 respondents (6.52%)** sometimes agree with this statement

- CG: **1 (10.00%)**
- CH&I: **1 (4.76%)**
- E&CS **1 (7.14%)**
- Adults **0 (0%)**

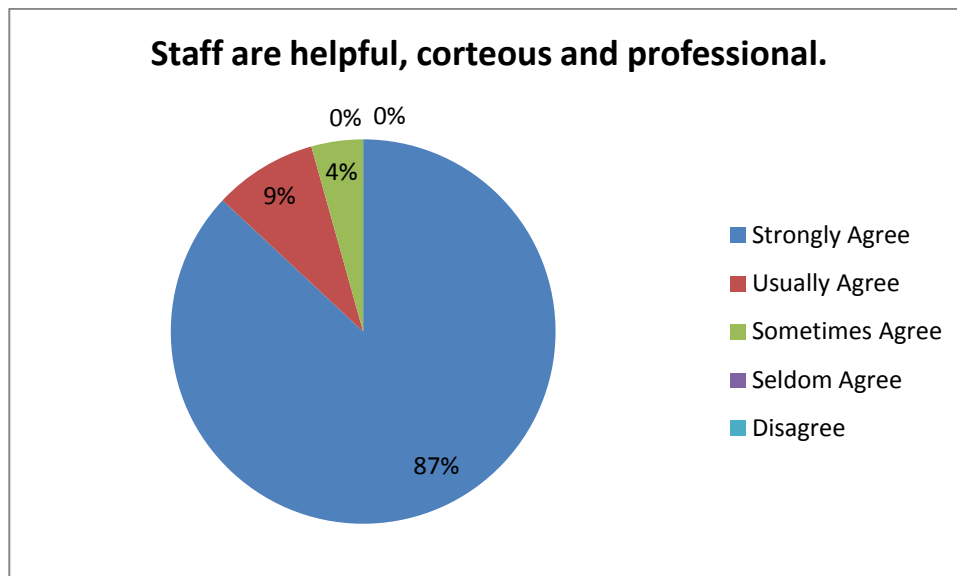
➤ **0 respondents (0%)** seldom agree with this statement

➤ **2 respondents (4.35%)** disagree with this statement

- CG: **1 (10.00%)**
- CH&I: **1 (4.76%)**
- E&CS **0 (0%)**
- Adults **0 (0%)**

Question 2: Staff are helpful, courteous and professional

This question was answered by **46** respondents.



➤ **40 respondents (86.96%)** strongly agree with this statement.

- CG: **9 (90.00%)**
- CH&I: **17 (80.95%)**
- E&CS **13 (92.86%)**
- Adults **1 (100%)**

➤ **4 respondents (8.70%)** usually agree with this statement

- CG: **0 (0%)**
- CH&I: **3 (14.29%)**
- E&CS **1 (7.14%)**
- Adults **0 (0%)**

➤ **2 respondents (4.35%)** sometimes agree with this statement

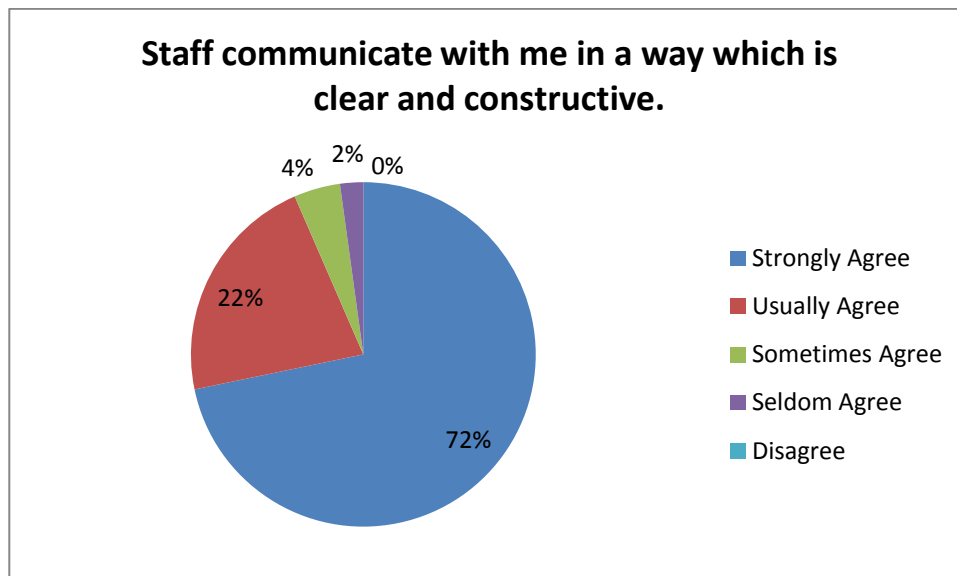
- CG: **1 (10.00%)**
- CH&I: **1 (4.76%)**
- E&CS **0 (0%)**
- Adults **0 (0%)**

➤ **0 respondents (0%)** seldom agree with this statement

➤ **0 respondents (0%)** disagree with this statement

Question 3: Staff communicate with me in a way which is clear and constructive.

This question was answered by **46** respondents.



➤ **33 respondents (71.74%)** strongly agree with this statement.

- CG: **9 (90.00%)**
- CH&I: **14 (66.67%)**
- E&CS **9 (64.29%)**
- Adults **1 (100%)**

➤ **10 respondents (21.74%)** usually agree with this statement

- CG: **0 (0%)**
- CH&I: **5 (23.81%)**
- E&CS **5 (35.71%)**
- Adults **0 (0%)**

➤ **2 respondents (4.35%)** sometimes agree with this statement

- CG: **0 (0%)**
- CH&I: **2 (9.52%)**
- E&CS **0 (0%)**
- Adults **0 (0%)**

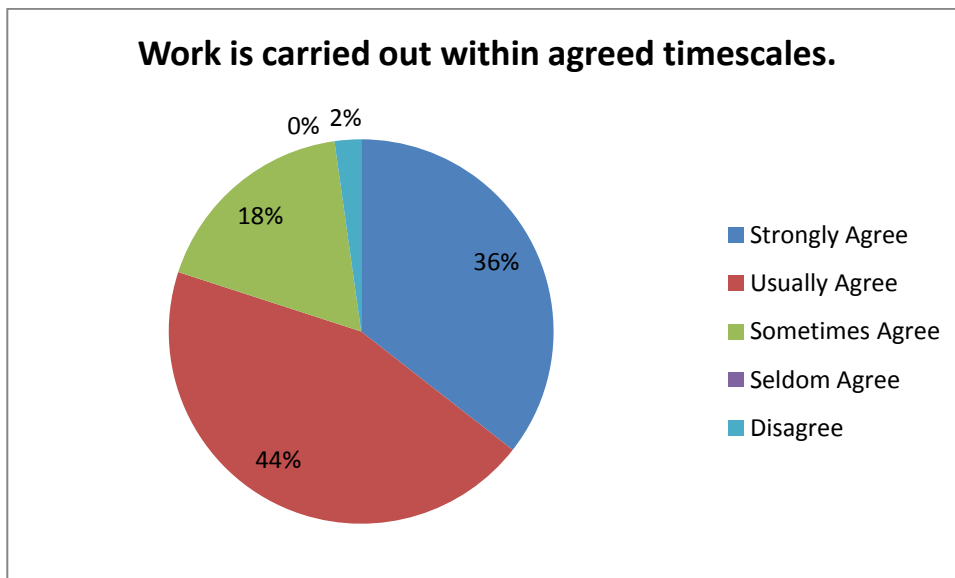
➤ **1 respondents (2.17%)** seldom agree with this statement

- CG: **1 (10.00%)**
- CH&I: **0 (0%)**
- E&CS **0 (0%)**
- Adults **0 (0%)**

➤ **0 respondents (0%)** disagree with this statement

Question 4: Work is carried out within agreed timescales.

This question was answered by **45** respondents.



➤ **16 respondents (35.56%)** strongly agree with this statement.

- CG: **6 (60.00%)**
- CH&I: **7 (35.00%)**
- E&CS **3 (21.43%)**
- Adults **0 (0%)**

➤ **20 respondents (44.44%)** usually agree with this statement

- CG: **1 (10.00%)**
- CH&I: **9 (45.00%)**
- E&CS **9 (64.29%)**
- Adults **1 (100%)**

➤ **8 respondents (17.78%)** sometimes agree with this statement

- CG: **2 (20.00%)**
- CH&I: **4 (20.00%)**
- E&CS **2 (14.29%)**
- Adults **0 (0%)**

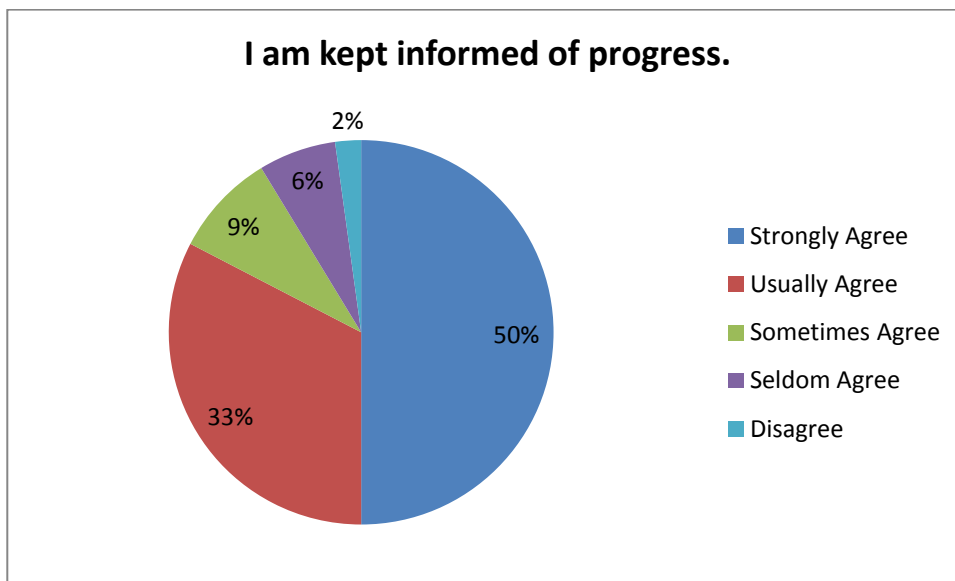
➤ **0 respondents (0%)** seldom agree with this statement

➤ **1 respondents (2.22%)** disagree with this statement

- CG: **1 (10%)**
- CH&I: **0 (0%)**
- E&CS **0 (0%)**
- Adults **0 (0%)**

Question 5: I am kept informed of progress.

This question was answered by **46** respondents.



➤ **23 respondents (50.00%)** strongly agree with this statement.

- CG: **8 (80.00%)**
- CH&I: **9 (42.86%)**
- E&CS **6 (42.86%)**
- Adults **0 (0%)**

➤ **15 respondents (32.61%)** usually agree with this statement

- CG: **1 (10.00%)**
- CH&I: **8 (38.10%)**
- E&CS **5 (35.71%)**
- Adults **1 (100%)**

➤ **4 respondents (8.70%)** sometimes agree with this statement

- CG: **0 (0%)**
- CH&I: **2 (9.52%)**
- E&CS **2 (14.29%)**
- Adults **0 (0%)**

➤ **3 respondents (6.52%)** seldom agree with this statement

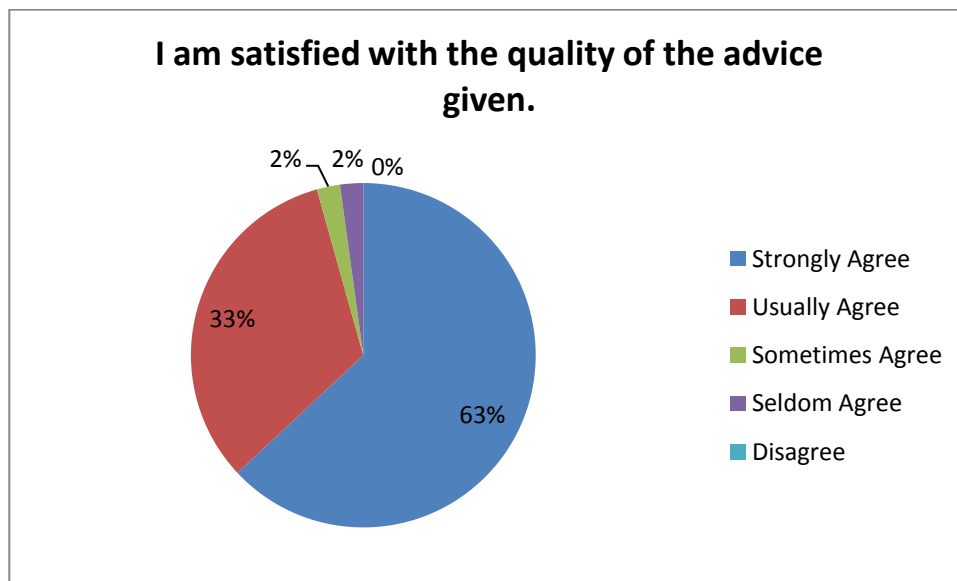
- CG: **0 (0%)**
- CH&I: **2 (9.52%)**
- E&CS **1 (7.14%)**
- Adults **0 (0%)**

➤ **1 respondents (2.17%)** disagree with this statement

- CG: **1 (10%)**
- CH&I: **0 (0%)**
- E&CS **0 (0%)**
- Adults **0 (0%)**

Question 6: I am satisfied with the quality of advice given.

This question was answered by **46** respondents.



➤ **29 respondents (63.04%)** strongly agree with this statement.

- CG: **9 (90.00%)**
- CH&I: **11 (52.38%)**
- E&CS **9 (64.29%)**
- Adults **0 (0%)**

➤ **15 respondents (32.61%)** usually agree with this statement

- CG: **0 (0%)**
- CH&I: **9 (42.86%)**
- E&CS **5 (35.71%)**
- Adults **1 (100%)**

➤ **1** respondents (**2.17%**) sometimes agree with this statement

- CG: **0 (0%)**
- CH&I: **1 (4.76%)**
- E&CS **0 (0%)**
- Adults **0 (0%)**

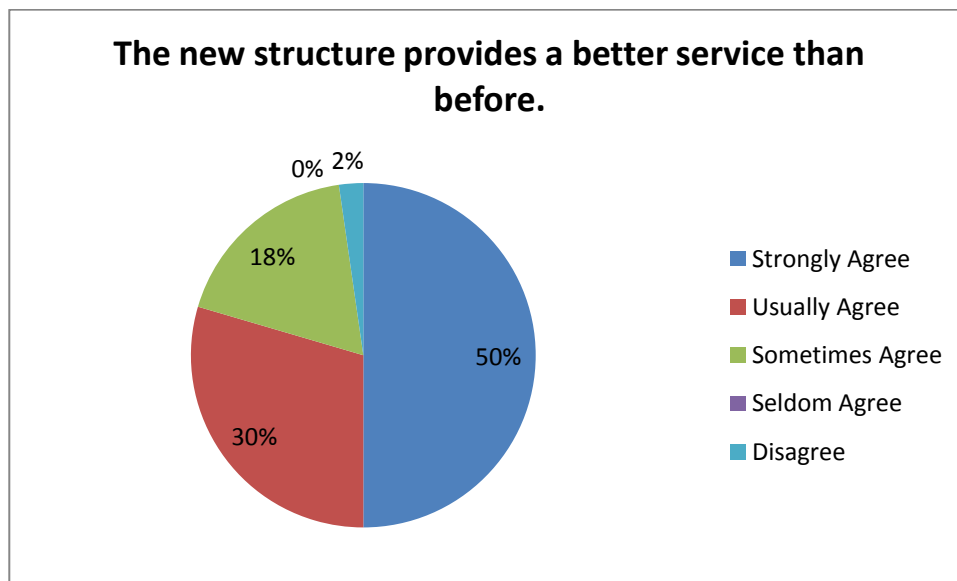
➤ **1** respondents (**2.17%**) seldom agree with this statement

- CG: **1 (10%)**
- CH&I: **0 (0%)**
- E&CS **0 (0%)**
- Adults **0 (0%)**

➤ **0** respondents (**0%**) disagree with this statement

Question 7: The new structure provides a better service than before.

This question was answered by **44** respondents.



➤ **22** respondents (**50.00%**) strongly agree with this statement.

- CG: **8 (80.00%)**
- CH&I: **6 (31.58%)**
- E&CS **8 (57.14%)**
- Adults **0 (0%)**

➤ **13** respondents (**29.55%**) usually agree with this statement

- CG: **0 (0%)**
- CH&I: **10 (52.63%)**
- E&CS **3 (21.43%)**
- Adults **0 (0%)**

➤ **8 respondents (18.18%)** sometimes agree with this statement

- CG: **1 (10%)**
- CH&I: **3 (15.79%)**
- E&CS **3 (21.43%)**
- Adults **1 (100%)**

➤ **0 respondents (0%)** seldom agree with this statement

➤ **1 respondents (2.27%)** disagree with this statement

- CG: **1 (10%)**
- CH&I: **0 (0%)**
- E&CS **0 (0%)**
- Adults **0 (0%)**

Strategic Questionnaire

The Strategic Service Questionnaire was issued to 60 key operational contacts across all Directorates.

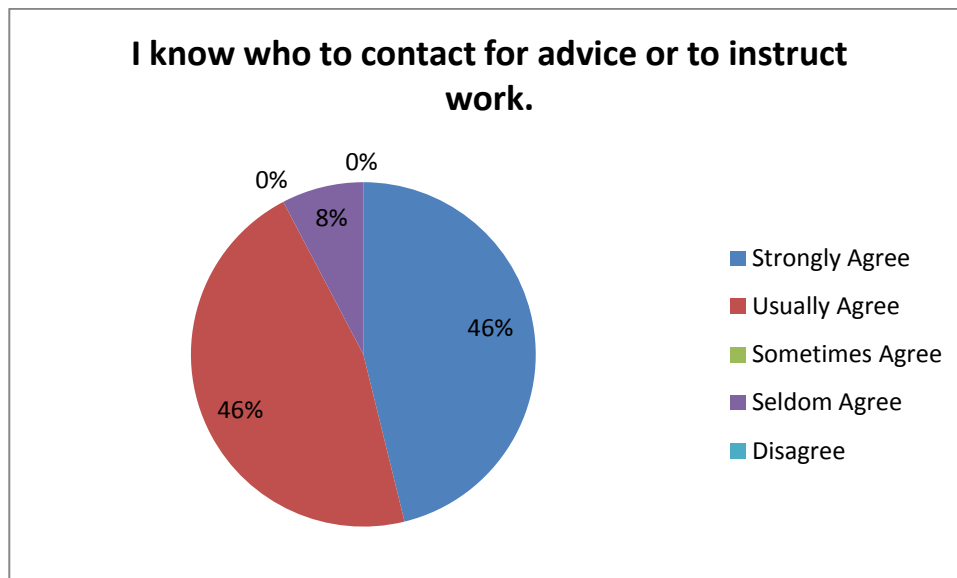
Responses were received from **13**, a response rate of **21.66%**.

Responses by Service

Corporate Governance	1 responses
Communities, Housing & Infrastructure	9 responses
Education & Children's Services	3 responses

Question 1: I know who to contact for advice or to instruct work.

This question was answered by **13** respondents.



➤ **6** respondents (**46.15%**) strongly agree with this statement.

- CG: **0 (0%)**
- CH&I: **6 (66.67%)**
- E&CS: **0 (0%)**

➤ **6** respondents (**46.15%**) usually agree with this statement

- CG: **0 (0%)**
- CH&I: **3 (33.33%)**
- E&CS: **3 (100.00%)**

➤ **0** respondents (**0%**) sometimes agree with this statement

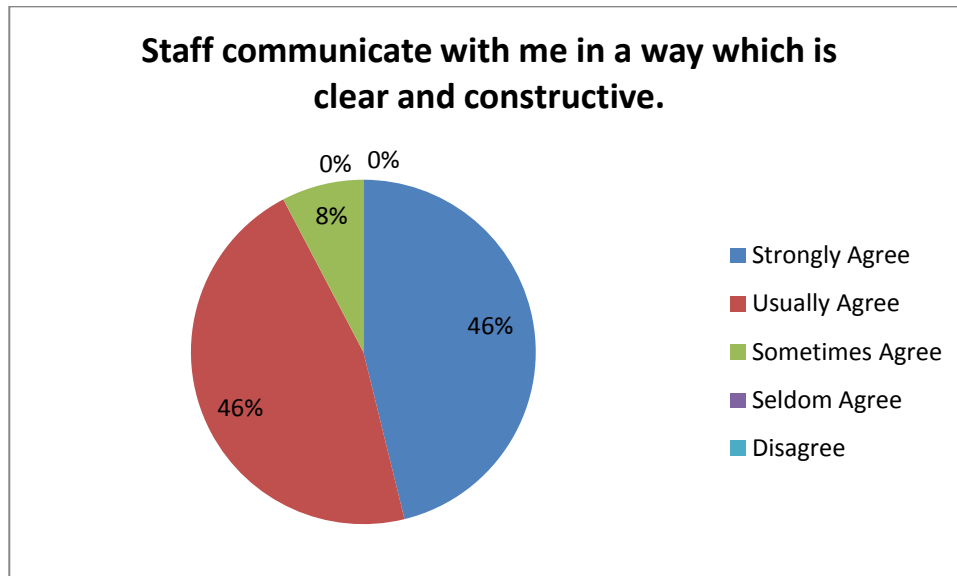
➤ 1 respondents (7.69%) seldom agree with this statement

- CG: 1 (100.00%)
- CH&I: 0 (0%)
- E&CS 0 (0%)

➤ 0 respondents (0%) disagree with this statement

Question 2: Staff communicate with me in a way which is clear and constructive.

This question was answered by 13 respondents.



➤ 6 respondents (46.15%) strongly agree with this statement.

- CG: 0 (0%)
- CH&I: 4 (44.44%)
- E&CS 2 (66.67%)

➤ 6 respondents (46.15%) usually agree with this statement

- CG: 1 (100%)
- CH&I: 4 (44.44%)
- E&CS 1 (33.33%)

➤ 1 respondents (7.69%) sometimes agree with this statement

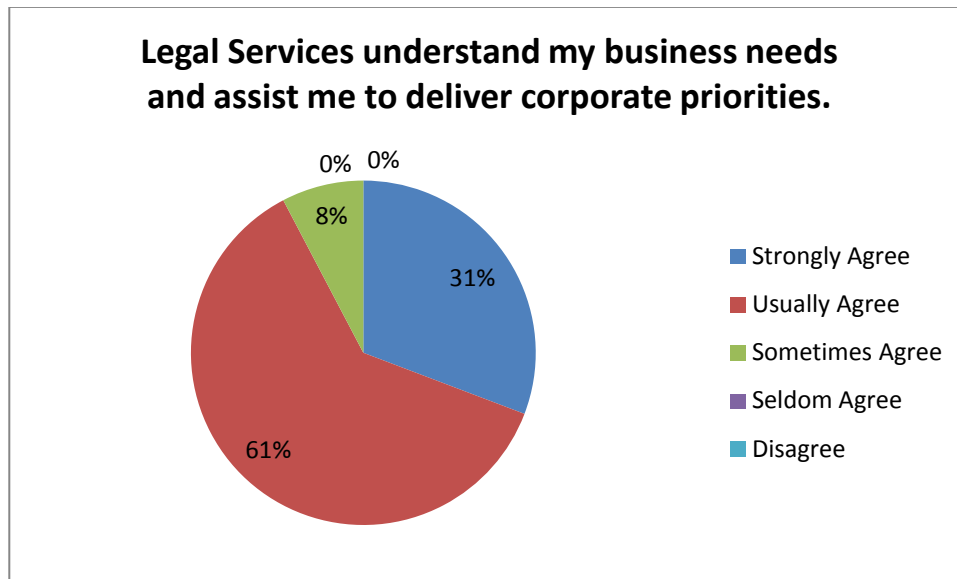
- CG: 0 (0%)
- CH&I: 1 (11.11%)
- E&CS 0 (0%)

➤ 0 respondents (0%) seldom agree with this statement

➤ 0 respondents (0%) disagree with this statement

Question 3: Legal Services understand my business needs and assist me to deliver corporate priorities.

This question was answered by **13** respondents.



- **4** respondents (**30.77%**) strongly agree with this statement.
 - CG: **0 (0%)**
 - CH&I: **3 (33.33%)**
 - E&CS **1 (33.33%)**

- **8** respondents (**61.54%**) usually agree with this statement
 - CG: **0 (0%)**
 - CH&I: **6 (66.67%)**
 - E&CS **2 (66.67%)**

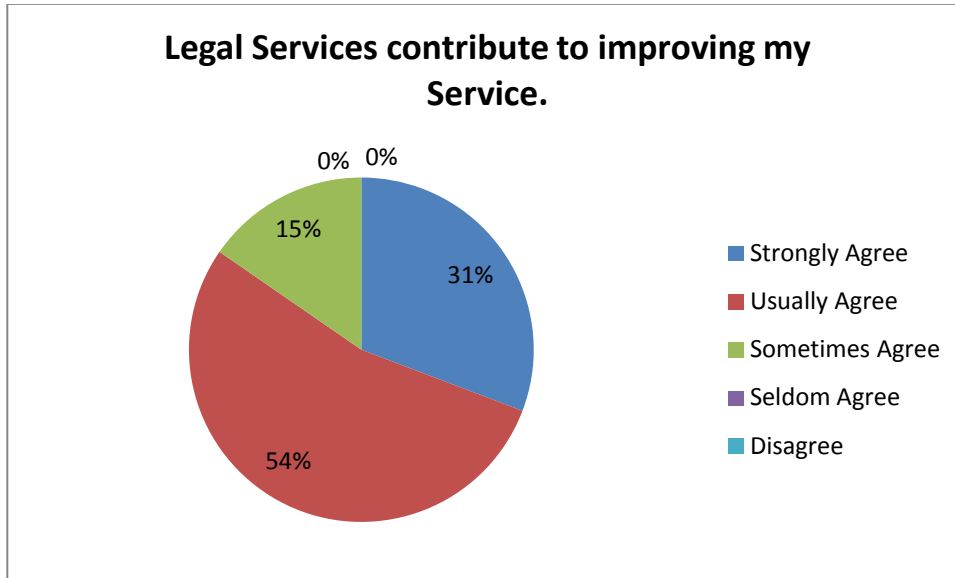
- **1** respondents (**7.69%**) sometimes agree with this statement
 - CG: **1 (100.00%)**
 - CH&I: **0 (0%)**
 - E&CS **0 (0%)**

- **0** respondents (**0%**) seldom agree with this statement

- **0** respondents (**0%**) disagree with this statement

Question 4: Legal Services contribute to improving my service.

This question was answered by **13** respondents.



➤ **4** respondents (**30.77%**) strongly agree with this statement.

- CG: **0 (0%)**
- CH&I: **3 (33.33%)**
- E&CS: **1 (33.33%)**

➤ **7** respondents (**53.85%**) usually agree with this statement

- CG: **0 (0%)**
- CH&I: **5 (55.56%)**
- E&CS: **2 (66.67%)**

➤ **2** respondents (**15.38%**) sometimes agree with this statement

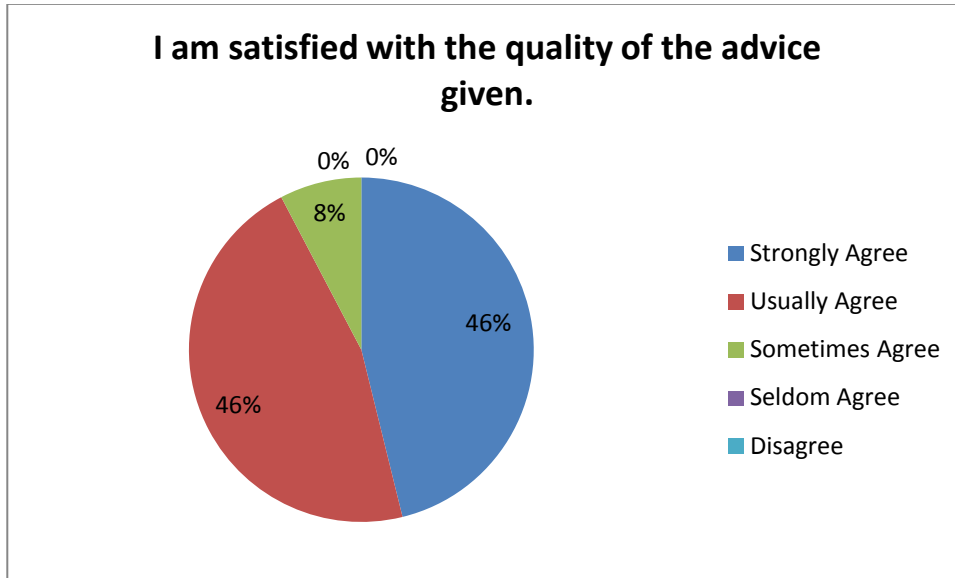
- CG: **1 (100.00%)**
- CH&I: **1 (11.11%)**
- E&CS: **0 (0%)**

➤ **0** respondents (**0%**) seldom agree with this statement

➤ **0** respondents (**0%**) disagree with this statement

Question 5: I am satisfied with the quality of advice given.

This question was answered by **13** respondents.

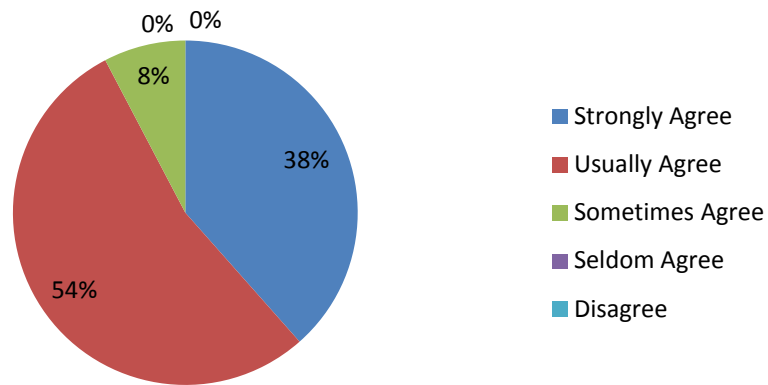


- **6 respondents (46.15%) strongly agree with this statement.**
 - CG: **0 (0%)**
 - CH&I: **4 (44.44%)**
 - E&CS: **3 (66.67%)**
- **6 respondents (46.15%) usually agree with this statement**
 - CG: **1 (100%)**
 - CH&I: **4 (44.44%)**
 - E&CS: **1 (33.33%)**
- **1 respondents (7.69%) sometimes agree with this statement**
 - CG: **0 (0%)**
 - CH&I: **1 (11.11%)**
 - E&CS: **0 (0%)**
- **0 respondents (0%) seldom agree with this statement**
- **0 respondents (0%) disagree with this statement**

Question 6: I am satisfied with the overall support provided by Legal Services.

This question was answered by **13** respondents.

I am satisfied with the overall support provided by Legal Services.



➤ **5** respondents (**38.46%**) strongly agree with this statement.

- CG: **0 (0%)**
- CH&I: **4 (44.44%)**
- E&CS: **1 (33.33%)**

➤ **7** respondents (**53.85%**) usually agree with this statement

- CG: **1 (100%)**
- CH&I: **4 (44.44%)**
- E&CS: **2 (66.67%)**

➤ **1** respondents (**7.69%**) sometimes agree with this statement

- CG: **0 (0%)**
- CH&I: **1 (11.11%)**
- E&CS: **0 (0%)**

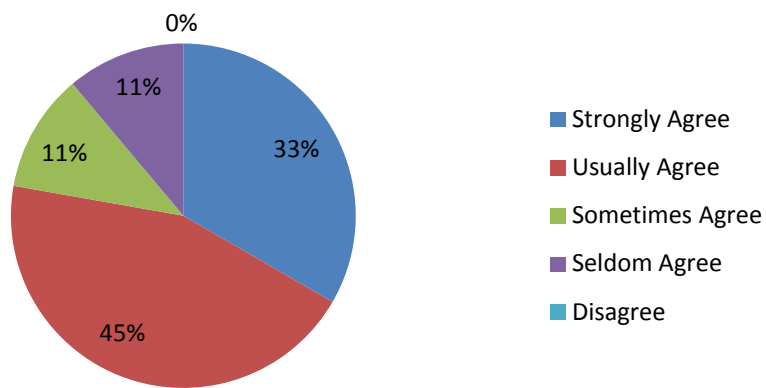
➤ **0** respondents (**0%**) seldom agree with this statement

➤ **0** respondents (**0%**) disagree with this statement

Question 7: It is helpful for the Legal Managers to attend my Directorate Management Team Meetings.

This question was answered by **9** respondents.

It is helpful for the Legal Managers to attend my Directorate Management Team Meetings.



➤ **3** respondents (**33.33%**) strongly agree with this statement.

- CG: **0 (0%)**
- CH&I: **1 (20%)**
- E&CS: **2 (66.67%)**

➤ **4** respondents (**44.44%**) usually agree with this statement

- CG: **0 (0%)**
- CH&I: **3 (60.00%)**
- E&CS: **1 (33.33%)**

➤ **1** respondents (**11.11%**) sometimes agree with this statement

- CG: **1 (100.00%)**
- CH&I: **0 (0%)**
- E&CS: **0 (0%)**

➤ **1** respondents (**11.11%**) seldom agree with this statement

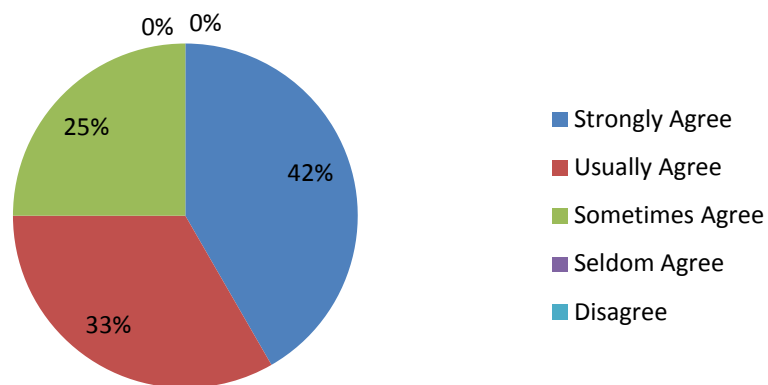
- CG: **0 (0%)**
- CH&I: **1 (20.00%)**
- E&CS: **0 (0%)**

➤ **0** respondents (**0%**) disagree with this statement

Question 8: The new structure provides a better service than before.

This question was answered by **12** respondents.

The new structure provides a better service than before.



➤ **5** respondents (**41.67%**) strongly agree with this statement.

- CG: **0 (0%)**
- CH&I: **3 (37.50%)**
- E&CS: **2 (66.67%)**

➤ **4** respondents (**33.33%**) usually agree with this statement

- CG: **0 (0%)**
- CH&I: **3 (37.50%)**
- E&CS: **1 (33.33%)**

➤ **3** respondents (**25.00%**) sometimes agree with this statement

- CG: **1 (100.00%)**
- CH&I: **2 (25.00%)**
- E&CS: **0 (0%)**

➤ **0** respondents (**0%**) seldom agree with this statement

➤ **0** respondents (**0%**) disagree with this statement

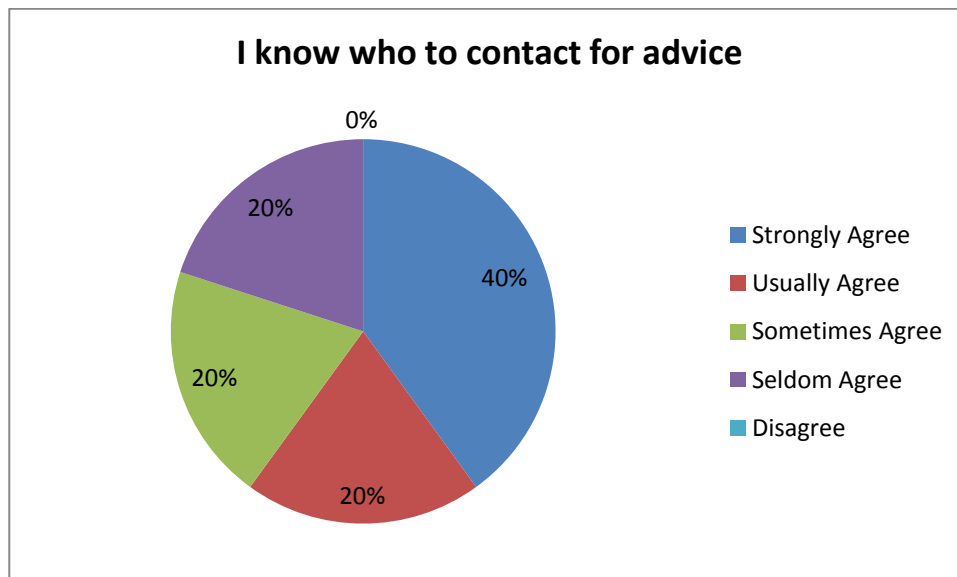
Elected Members Questionnaire

The Elected Members Questionnaire was issued to all 43 Elected Members of Aberdeen City Council.

Responses were received from **5**, a response rate of **11.62%**.

Question 1: I know who to contact for advice.

This question was answered by **5** respondents.

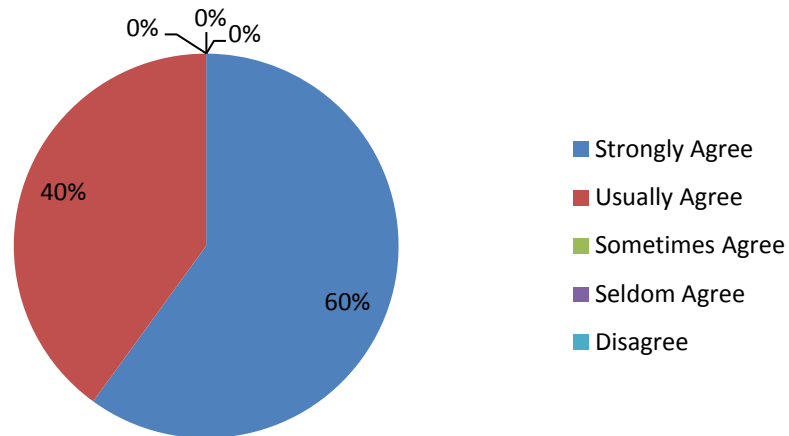


- **2** respondents (**40.00%**) strongly agree with this statement.
- **1** respondents (**20.00%**) usually agree with this statement
- **1** respondents (**20.00%**) sometimes agree with this statement
- **1** respondents (**20.00%**) seldom agree with this statement
- **0** respondents (**0%**) disagree with this statement

Question 2: Staff are helpful, courteous and approachable.

This question was answered by **5** respondents.

Staff are helpful, courteous and approachable

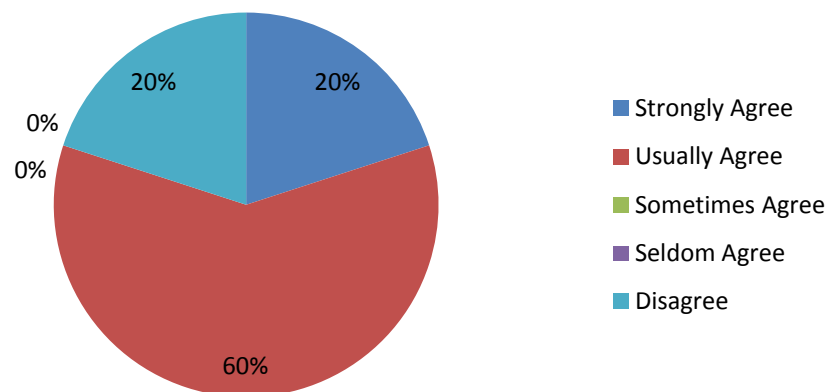


- 3 respondents (60.00%) strongly agree with this statement.
- 2 respondents (40.00%) usually agree with this statement
- 0 respondents (0%) sometimes agree with this statement
- 0 respondents (0%) seldom agree with this statement
- 0 respondents (0%) disagree with this statement

Question 3: Advice is provided quickly.

This question was answered by 5 respondents.

Advice is provided quickly

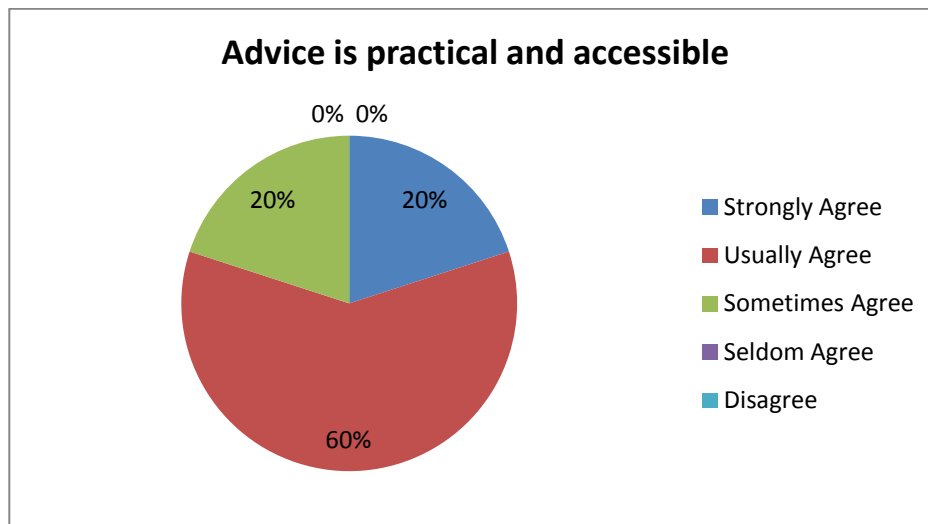


- 1 respondents (20.00%) strongly agree with this statement.
- 3 respondents (60.00%) usually agree with this statement

- 0 respondents (0%) sometimes agree with this statement
- 0 respondents (0%) seldom agree with this statement
- 1 respondents (20.00%) disagree with this statement

Question 4: Advice is practical and accessible.

This question was answered by 5 respondents.

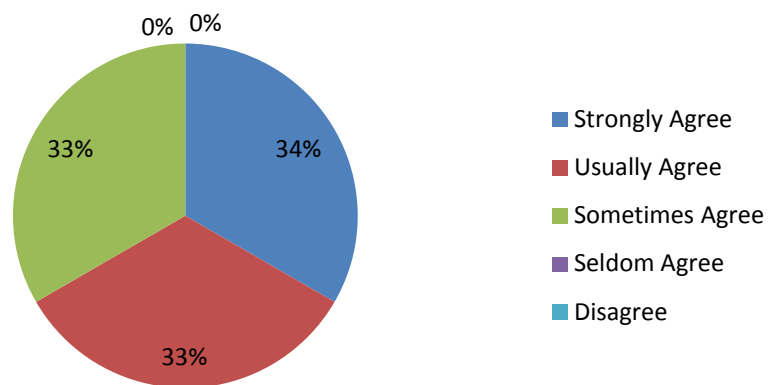


- 1 respondents (20.00%) strongly agree with this statement.
- 3 respondents (60.00%) usually agree with this statement
- 1 respondents (20.00%) sometimes agree with this statement
- 0 respondents (0%) seldom agree with this statement
- 0 respondents (0%) disagree with this statement

Question 5: The new structure provides a better service than before.

This question was answered by 3 respondents.

The new structure provides a better service than before



- **1** respondents (**33.33%**) strongly agree with this statement.
- **1** respondents (**33.33%**) usually agree with this statement
- **1** respondents (**33.33%**) sometimes agree with this statement
- **0** respondents (**0%**) seldom agree with this statement
- **0** respondents (**0%**) disagree with this statement